

Committee on Equal Opportunities
Campus Visit
Kentucky Community and Technical College System
Gateway Community and Technical College
October 29-30, 2008

Adopted by the CEO:

Purpose and Process: The purpose of a campus visit is to allow the Committee on Equal Opportunities to review institutional activities that support the commitments and objectives of *The Kentucky Plan for Equal Opportunities*. The committee is charged with monitoring institutional progress toward implementing *The Kentucky Plan and the Partnership Agreement* with the U. S. Department of Education Office for Civil Rights. Monitoring is completed through data analysis and campus visits.

The visit to Gateway Community and Technical College was conducted October 29-30, 2008, the fifth KCTCS campus to be visited by the CEO. Gateway is a comprehensive, two-year college comprised of three campuses (Boone, Covington, and Edgewood) and two centers (Park Hills and the Urban Learning Center). Campuses are located in Boone, Kenton, and Campbell Counties, and are accessible within minutes of the interstate. Gateway CTC is the youngest of 16, two-year, open admission colleges of the Kentucky Community and Technical College System. Gateway offers more than 200 credit program options in various academic and technical disciplines leading to associate degrees, diplomas, and certificates in 30 program areas. At the time of the visit the college had been accredited by the Council on Occupational Education (COE) and was a candidate institution with the Commission on Colleges of the Southern Association of Colleges and Schools (SACS). (Following the visit the college received full accreditation as a comprehensive community and technical college with SACS in December 2009 retroactive to January 1, 2008.)

Gateway plays an integral role in the statewide mission of the KCTCS and provides access to affordable postsecondary education and workforce training for high school graduates and adult learners in the northern Kentucky area as well as surrounding counties. The college offers distance learning opportunities through on-line and e-learning courses, as well as off-campus sites in Kentucky. Additionally, Gateway has articulation agreements with Northern Kentucky University and other local colleges and universities that facilitate transfer (credit toward degree) of designated courses into qualifying programs in education, business, and other fields. According to Gateway administrators, as of fall 2007 student enrollment totaled 3,130 students, including 1,738 (or 55.5 percent) African American and white female and 1,277 (or 40.8 percent) African American and white male; overall, 90 percent of the students were white and 6 percent African American (the figures above include in-state as well as out-of-state students). As of fall

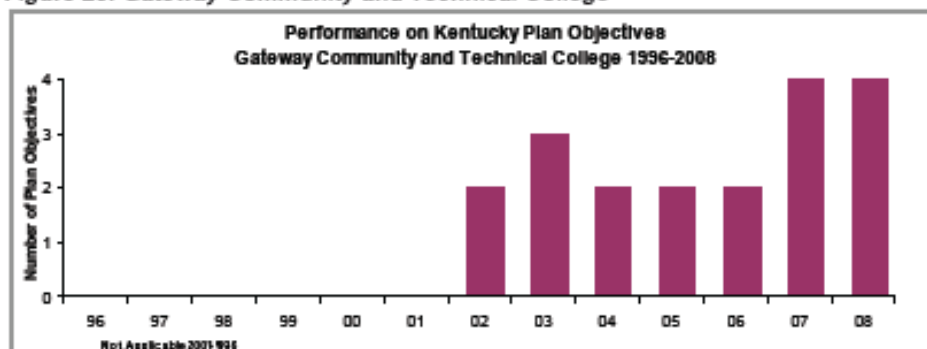
2007, a total of 161 (or 5.5 percent) Kentucky resident African Americans and 2,771 resident whites were enrolled at Gateway.

Core Focus: The report identifies the general areas of review and discussion. The objective is to learn about strategies and leadership in implementing the objectives of the plan, the effectiveness of those efforts, and how institutional policy influences choice for qualified and motivated students.

Executive Summary: Gateway is part of the Kentucky Community and Technical College System and is governed by the KCTCS Board of Regents. The 2000 Kentucky General Assembly approved a community and technical college (Gateway) for northern Kentucky. Gateway has a local board of directors. The CEO visited the Covington and Edgewood campuses of Gateway October 29-30, 2008. The committee met with President G. Edward Hughes and his leadership team, students, faculty, and professional staff.

The institution offers a variety of academic and technical programs to prepare students to transition to a four-year degree or to enter the workforce. The college offers 30 programs of study, 100 career professionals serve as adjunct faculty, with 165 full-time faculty and staff holding 200 plus credentials, and 400 training partnerships with local businesses. Gateway indicated that approximately 3,130 students are enrolled in college classes and 3,000 additional students are involved in business training courses. The ability of motivated students to enroll and interested faculty to transition to particular postsecondary institutions is constrained only by the choices presented by that institution. Over the past seven years Gateway's overall annual performance on The Kentucky Plan objectives show varying levels of success as shown in the chart below.

Figure 29: Gateway Community and Technical College



Source: GPE Comprehensive Database

President Hughes provided opening remarks and presented introductory information to the CEO. According to Dr. Hughes, Gateway is the youngest comprehensive community and technical colleges of the KCTCS. The focus of the institution is to build leadership and to prepare students to enter the workforce. Diversity is a core value identified by Gateway, as expressed through the Vision Statement. Gateway is considered expressive and inclusive by the educational community. Ten years ago three independently

functioning vocational schools, operated by the Workforce Development Cabinet, formed the basis for the Northern Kentucky Community and Technical College. As a result of action by the 2000 General Assembly, today Gateway consists of three campuses and two centers (Park Hills Center, and the College Access Center at Holmes High School). Covington, Kentucky has the largest African American student population in the Gateway service area and Northern Kentucky generally. Approximately 47 percent of all entering first-time students have family incomes less than \$25,000 and 92 percent of all entering first-time students need financial assistance. To fully realize the potential for service, Gateway needs special urban scholarships for inner city students and daycare services for some students.

Gateway has developed a collaborative partnership with the K-12 system. For example, the creation of an access center at Holmes High School is the result of a new partnership between Gateway and Holmes. This action is helping to strengthen the students' academic preparation. According to an October 29, 2008, press release, "The partnership is intended to increase the number of Covington Independent Public Schools students receiving a high school diploma, increase their success in college, and enable them to begin and even complete their first year of college while still in high school." Additionally, Gateway partners with other entities and organizations, for example, the Northern Kentucky University's Governor's Minority Student College Preparation Program (GMSCPP), the Bowles Center for Diversity Outreach, and the NKU Chamber of Commerce/Pro Diversity Job Fair.

The president noted that Gateway is committed to achieving the objectives set forth in the Kentucky Plan. In 2003 Gateway achieved three of its four objectives, lost ground in 2004, 2005, and 2006, but achieved four of four objectives in 2007 and 2008, and is on track for four of four in 2009. Kentucky African American resident undergraduate enrollment steadily rose from fall 2002 to fall 2007, exceeding the objective each year. During the presentation the following initiatives to recruit minorities were identified.

- Health and Human Resources Administration (HRSA) - Nursing Workforce Diversity Grant to increase the number of disadvantaged and ethnic minority nursing students through pre-entry preparation/retention activities
- Gateway College Access Center at Holmes High School (opening 2009)
- College fairs
- Pro diversity job fair
- Cincinnati Mayors job and opportunity fair
- Annual Hispanic health fair
- Diverse marketing materials
- Tuition assistance provided to employees and their children

Additionally, the number of African Americans employed as executives, administrators, and managers also increased. In 2006, the college employed its first African American in this area, exceeding the objective of 5 percent to post an 8.3 percent share. Gateway also witnessed an increase in the employment of African American faculty between 2000

and 2007 increasing the representation from 1.9 percent to 5.9 percent of total black and white faculty. And finally, while Gateway confronted challenges to employ African Americans as professional staff, the college was successful in hiring two in 2005 and the trend since that time is upward (the representation went from zero to more than 8 percent). Other strategies were highlighted that enabled the institution to meet the objectives, including employee retention and professional development with emphasis on search committee guidelines, a new-hire orientation program, college wide symposiums, collaboration with various Kentucky postsecondary education institutions, and multicultural student organizations.

President Hughes discussed employee retention and professional development, recruitment and development plans, Diversity SOAR/MV2 Team Activities, diversity best practices, diversity and global awareness, and safety and security enhancements adopted by Gateway. Highlighted in the discussion of employment was information regarding employment postings: KCTCS Web site, My Career Network Portal, Kentucky Works, Louisville Works, HigherEdJobs.com, Northern Kentucky Chamber of Commerce, diversity job fairs, and local and regional newspapers. Further, a variety of community networking strategies and retention initiatives have been implemented to retain African American faculty and staff, including the following: Northern Kentucky Chamber-HR 100 Group, Kentucky Chamber of Commerce, Society for Human Resource Management-Kentucky State Chapter, Northern Kentucky Chapter, and collaborative networking with other institutions. The cornerstone of Gateway's approach is to:

- Use the principles of engagement developed by college employees.
- Build capacity to sustain programs.
- Focus on teams and leadership throughout the organization, not individuals.
- Imbed core values in the operation.

All search committees are approved by the president, which ensures that diversity is a high priority in the process, including the committee itself, applicant pools, and interview pools. A team leadership approach is used throughout the operation of Gateway.

Throughout the presentation discussion a variety of activities were described that were actively implemented to promote diversity SOAR/MV₂ Team, seven principles of inclusion, National Underground Railroad Freedom Center, and the annual Hispanic health fair. Other examples discussed include:

- Bridges for a Just Community Inc.- Gateway's Cultural Assessment Report
- Strategic Priority #7-Diversity and Global Awareness
- Diversity Resource Center
- Multicultural Student Organization

Regarding African American student access and success, Gateway noted that first-time African American student enrollment has been somewhat sporadic with enrollments in fall 2003 of 19, fall 2006 of 43, and estimated fall 2008 of 53 which was an all time high.

However, total enrollment of African American students has steadily increased going from just over 2 percent in fall 2000 to 5.5 percent in fall 2007. Gateway estimates that total African American student enrollment will increase from 161 in fall 2007 to approximately 241 in fall 2008. Continual improvement in retention of African American students is elusive for many KCTCS institutions and the public four-year institutions. According to Gateway, for academic years 2003 to 2007 retention rates for African American students ranged between 29.6 percent and 43.8 percent. However, the institution experienced improvements in success during academic years 2006 and 2007.

A number of strategies are being implemented to ensure proper student preparation for postsecondary education. The most recent initiative to encourage African Americans and other minorities to prepare for college is the Cultural Diversity Resource Center, opened September 2007. The center serves as a nucleus for the Multicultural Student Organization, promotes campus and community diversity events, and collaborates with Title III Grants, as well as facilitating diversity professional development events. The Multicultural Student Organization provides educational events during national history months and offers campus cultural activities, events, and celebrations. The MSO will serve as host to a diversity student workshop in spring 2009.

Gateway does not employ police on campus (none of the KCTCS institutions employ campus police). However, Gateway has a safety committee that is comprised of eight members and a crisis management team. The campus administrator responsible for student and staff safety (security) collaborates with the safety committee and crisis management team; a \$50,000 budget is dedicated to campus safety. In the event of an emergency, a system has been installed to allow the broadcast of messages by telephone, computer, and text message. Eighteen percent of the Gateway educational community has signed up to receive these emergency communications (called Safety Notification Alert Process or SNAP). Also, various safety and security enhancements were highlighted including:

- Safety committee on each campus
- Safety Advisors appointed with 32 years of experience
- College-wide facilities assessment conducted
- Safety plan created, annual budget funded
- Crisis Management Team formed
- Annual safety/security college-wide symposium conducted
- Safety Notification Alert Process (SNAP) implemented

Other observations of note were: a) to help deal with the difficult problem related to retention, a retention committee was established in 2007; b) to ensure that African Americans have input in policy development and implementation, the president appointed two African Americans to serve on his leadership team; both are scheduled to attend a retention conference in spring 2009, with the goal of developing a retention plan for African American and other minority students; c) students dropping out of Gateway before completing their degree are administered exit interviews to allow the institution to address

problems or difficulties leading to the students' decision to withdraw, d) make intervention counselors available to students; and e) provide support services in collaboration with the SGA.

The dual admission program with NKU has been successful. Students graduating from Gateway receive advising through the university as they prepare to transition from the community and technical college. According to Gateway administrators, approximately 30 students have utilized this program. The success of students transferring from Gateway to NKU is tracked and retained by NKU.

Vision 2015, Gateway's Regional Plan, was also featured during the presentation. The goal is to prepare students to successfully transition into 50,000 newly created jobs in the northern Kentucky area over the next seven years. Gateway administrators reported the following information regarding the enrollment, retention, and graduation of African American students:

Reporting Period	First Time AA Freshmen	Total AA Enrollment	AA Graduates*
2003-04	19	151	31.9%
2004-05	10	142	33.3%
2005-06	29	160	29.6%
2006-07	43	203	40.9%
2007-08	21	201	43.8%**
2008-09	53**	241**	N/A

* Percentage of students enrolled in the fall of the academic year who returned the next fall (i.e., 43.8% of African American students who enrolled in the fall 2007 returned to Gateway in fall 2008).

**As of Monday, October 20, 2008.

The president identified a number of barriers regarding the retention of African American and other ethnic minority students. The following were offered as examples: finances (financial aid), childcare, transportation, and academic preparation. A major difficulty identified by students was childcare, but Gateway does not have the financial resources to address on-campus facilities. However, one major strategy implemented has been to help students prepare to enroll in postsecondary education and provide suggestions regarding where to go to seek help with childcare. Another strategy has been to partner with the Transit Authority of Northern Kentucky (TANK) to provide free bus rides for all students and employees with a current valid Gateway identification card. Forty-seven percent of Gateway's first-time students come from families with annual incomes of less than \$25,000, and many students work two jobs. According to Gateway administrators, the institution may be able to dedicate more funding to help increase student retention and graduation rates. For example, the current budget includes an increase of approximately \$8,000 for minority scholarships. The institution is currently working on major gift campaigns to raise money for scholarship for students who reside in the urban core of the region.

Key Finding

The information presented supports a conclusion that Gateway is experiencing a moderate degree of success. It is particularly important to note that as a new community and technical college, Gateway is not saddled with the historical challenges faced by other public institutions in Kentucky. During its short existence, Gateway is performing above a majority of the community and technical colleges, a sign that access and equity is engrained in the fabric of institutional policy.

Recommendations by the CEO

General

1. The committee believes the current board should have a greater presence of African Americans and Hispanics to help guide development of overall policy and community relations in the service area (northern Kentucky/Covington/Newport). As opportunities become available, the institution should work closely with the system office and the Governor's office to secure additional ethnic minority representation on its board.
2. KCTCS and Gateway are encouraged to seek additional opportunities with comprehensive universities for student transfer and bachelor's degree completion programs.
3. Because of difficulties experienced by a number of institutions, including Gateway in attracting and retaining African American faculty, the committee encourages KCTCS and Gateway to investigate with institutions that have a strong representation of African American faculty the idea of sharing faculty. While this is not the optimal approach it would at least increase the opportunity for minority students to see themselves in the faculty, assist to change the campus culture, and experience diversity on campus.
4. Gateway has an open admission policy and a consistent and strong enrollment record. However, the strategies employed by the institution seem to yield very few ethnic minority enrollments, particularly African Americans. Gateway should evaluate the procedures to ensure efficiency of implementation and productivity.

Communications

1. Students were complimentary of the various programs and the availability of assistance. Some students seemed to believe that the financial aid office could better assist students to identify resources to pay for their college education. Impromptu service audits may help determine whether current policy/procedures are yielding the level of service envisioned by the administration.
2. Gateway is encouraged to ask KCTCS administrators for access to the SREB Doctoral Scholars Program student contact information as a resource to identify potential faculty.

3. Students noted that transportation and childcare represent their greatest challenge in completing their education. Gateway is encouraged, to the extent possible, to work collaboratively with the public transportation officials to extend the hours of public transportation to and from the campus. Also, the institution is encouraged to survey and work with students to identify a nearby source of daycare that will allow students to have temporary access during class.

Employment and Career Advancement

The focus group discussions suggest that there are several key questions to consider in future policy discussions regarding the representation of ethnic minorities among classroom faculty: a) Why are certain ethnic groups less likely to apply for or receive offers for positions at this institution? b) How should or can choice be redefined to encourage greater participation by minorities in the professoriate at Gateway? and c) What is the likely consequence of offering more or less choice to prospective minority applicants for faculty or professional positions?

1. Based on its prior experiences with searches, Gateway should investigate how groups see the search, for example, as a declining choice, are there barriers to choice, and are monetary considerations important or the sole influence, and implement strategies that more strongly promote diversity as an objective.
2. Opportunities for career advancement should be more strongly communicated to faculty and staff, particularly programs intended to assist with terminal degree completion.
3. Gateway should consider identifying alternative media outlets to recruit African Americans, as well as other diverse groups, to apply for administrative, executive, managerial, faculty, and professional staff positions at Gateway.

Recommendations or Concerns to the CEO

Gateway has identified and is implementing various strategies to attract a more diverse student body, faculty, and staff population and to encourage the community to work collaboratively to promote diversity and education as a tool for community and economic development.

1. The CEO should encourage the comprehensive universities to more actively engage in discussions about opportunities for collaboration with Gateway. Greater opportunities for student transfer and bachelor's degree completer programs are two examples that should be fully explored.
2. The CEO should actively/directly share the names and contact information of SREB Compact for Faculty Diversity Ph.D. completers as a resource to community and

technical colleges to further increase diversity among the faculty, professional staff, and administrators.

Discussions with Constituent and Focus Groups

President and Leadership Team: Dr. G. Edward Hughes, president of Gateway Community and Technical College, lead the discussion with the CEO. Opening remarks focused on the institution's vision, core values, mission, goals, relationship with Holmes High School, recruitment, retention, and graduation strategies, student advising, and minority employee initiatives. president Hughes highlighted one of the eight core values of the institution: embracing diversity and accessibility. Additionally, a brief history of Gateway Community and Technical College was shared with the CEO.

It was noted that Gateway's core values embraces diversity and the institution works diligently to make progress on the four objectives of *The Kentucky Plan*. Also, administrators strongly indicated that Gateway would make progress on each of the four objectives during the upcoming evaluation period.

Gateway Community and Technical College is comprised of three campuses (Boone, Covington, and Edgewood) and two centers (Park Hills and the Urban Learning Center); campuses are located in Boone, Kenton and Campbell Counties. The college offers 30 programs of study, 200 plus credentials, and 400 training partnerships with local businesses. The Gateway service area includes Boone, Kenton and, Campbell Counties. As of fall 2007, African American in-state enrollment at Gateway totaled 155, (5.19 percent), whites totaled 2,729 (91.3 percent), American Indians totaled 8 (0.27 percent), Asian/Pacific Islanders totaled 25 (0.84 percent), Hispanics totaled 39 (1.3 percent), and unknowns totaled 33 (1.1 percent).

The representation of students from Gateway's three service counties is depicted in the chart below.

County	Race/Ethnicity						
	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown	Total
Boone	27	1	5	16	610	9	668
Campbell	17	3	7	3	575	10	615
Kenton	106	1	13	14	1,175	11	1,320
Total	150	5	25	33	2,360	30	2,603

African Americans total: 27, or 4.04 percent from Boone County; 17, or 2.76 percent from Campbell County; 106, or 8.03 percent from Kenton County.

Whites total: 610, or 91.32 percent in Boone County; 575, or 93.5 percent in Campbell County; 1,175, or 89.2 percent from Kenton County.

Following are some institutional actions in relation to regional accreditation and diversity that include but are not limited to:

- Revision of mission, vision, core values.
- Development and implementation of Inclusion and diversity plan.
- Engagement Initiatives, Cultural Diversity Resource Center and Multicultural Student Organization created, Phi Theta Kappa chapter formed.
- Increasing diversity of college employees in all categories and in leadership positions including executive, administrative, professional, and support staff.
- Increasing enrollment diversity of African American and Hispanic students.
- Implementing the strategic plan via SOAR and MV₂ that imbedded diversity and inclusion into the values and strategic plan.

The institution has built good relationships with various organizations in the northern Kentucky community. For example, the Gateway College Access Center was created at Holmes High School to assist students with graduation from high school and to prepare them to enroll in postsecondary education.

Gateway has experienced a substantial increase in the enrollment of African American students with representation growing to 161 (5.5percent) in fall 2007, up from 22 (2.6percent) in fall 2000. In discussing the vision, mission, and core values, it was noted that diversity is embedded and embraced by the basic policy focus. The eight core values highlight the commitment to the Gateway learning community. Twenty-one institutional actions were identified to support the prior observation, including four that focused exclusively on diversity. Among the priorities established by the local board of directors is a specific action intended to address diversity: Implementing the Strategic Plan via SOAR and MV₂ that imbedded diversity and inclusion into the values and strategic plan.

Gateway also adopted a strategic goal to enhance diversity in employment. The team leadership focus is all-inclusive including everyone in the operation of Gateway. When conducting searches, search committees are strongly encouraged to ensure, to the extent possible, a diverse pool of candidates. All search committees are approved by the president, this extra step helps to ensure a diverse committee. The president engaged CEO members in a discussion regarding other strategies that may be implemented to help attract a diverse population of students and employees to Gateway campuses. There are a number of publications that are not readily used by Gateway to recruit (Louisville Defender newspaper and the American Baptist Association Group to recruit African Americans) but the institution agreed to review their strategies to determine whether they are appropriate to include for purposes of advertising positions.

New employees are required to participate in an orientation (new hire) program that includes discussions regarding diversity and multiculturalism; all employees and staff

attend professional development programs and are encouraged to take part in the tuition assistance program provided to all employees, as well as their children.

The Gateway strategic plan includes strategies that address the four *Kentucky Plan* objectives to increase the enrollment and success among ethnic minority students, to promote diversity and multiculturalism, and to continue to develop a supportive and welcoming campus environment. Administrators are involved in most activities and initiatives, including institutional accountability, student recruitment, retention and success, employee recruitment, hiring, and retention, community outreach/collaboration, and uniting the campus community.

Student Group: Seventeen students participated in this session. The group included a diverse group of male, female, African American, Hispanic, and Caucasian students from the three campuses; the majority of the students were Caucasian with six African Americans. Also, a significant proportion of students were nontraditional. Several participants were parents with dependent children, and most participated in the Ready to Work Program. The Ready to Work Program serves low-income students/parents in specific regions in Kentucky and includes a partnership between the Kentucky Community and Technical College System and the Cabinet for Health and Family Services. The program is designed to promote the success of K-TAP, the Kentucky Transitional Assistance Program. The group explored general activities associated with each of the three campuses.

Focus group participants discussed positive initiatives implemented by Gateway, focusing on the new Gateway College Access Center at Holmes High School. One participant stated that the center attracts individuals into GED programs and offers assistance with enrolling at Gateway. A number of single parents utilize the facilities offered through Gateway through the welfare programs. Participants highlighted their decision to enroll at Gateway: several stated that tuition is affordable, others stated that Gateway's schedule enables low-income students to work while attending classes, and others indicated that funding should not be an issue if students are interested in attending.

Students stated that transportation and day care are the major challenges that interfere with their ability to enroll in and attend classes. Although transportation is provided through a partnership between Gateway and TANK, the areas served are limited. Students stated that the bus route delivers students to the main campus entrance, in close proximity to the highway, and they are required to walk to campus; several students raised safety concerns regarding the drop-off location. Transportation for the Covington campus has been altered significantly. The bus (TANK) no longer delivers students to the front door; they are required to travel up and down a steep hillside (170 steps) to campus. When leaving campus, transportation to the Boone campus runs only one way, twice a day at 7 a.m. and 4 p.m. Many students stated that the distance to the campus from where they live and the limited buses deter them from enrolling in courses at this site.

The second primary concern raised by students focused on childcare. Students enrolled in evening courses indicated that childcare facilities convenient to the campus which are open from 5 to 7 p.m. are not available or very difficult to locate. Most centers close at 5 pm. For example, a student noted a childcare facility near the Covington campus that might be helpful, but its numerous restrictions makes it an unlikely place to secure childcare while attending class. Students participating in the Ready to Work Program are provided childcare. Participants suggested that Gateway consider providing childcare on a limited basis for students enrolled in evening courses.

The focus group voiced concern about what appears to be a limited assortment of courses available at the Boone campus. For example, one student explained, "there is a lot of driving, the classes are all scattered." Students who are also parents indicated that daycare on campus would be very helpful in their effort to persist and complete their degree. There were some students who indicated that they had not confronted any difficulties at any of the three campuses, services are sufficient, administrators helpful, course offerings adequate, and their path to degree completion intact, but they have witnessed difficulties concerning childcare. Some thought that some faculty were supportive and showed compassion for students confronting childcare issues by sometimes permitting the child to attend class with the adult. For example, one student noted that a professor encouraged a student to bring her child to class so that she would not miss important information in the course. However, this practice is not consistent among the faculty or advisors.

Students agreed that they have not encountered or witnessed any diversity related difficulties at Gateway. Students also believe the faculty is fair. Generally, students believe that a significant degree of diversity exists at Gateway. One white female noted that she has seen an increase in the African American student population at Gateway, though she had not seen an increase in African American faculty. Another student stated that as an African American, she would like to see more African American faculty, but generally, it really does not matter. Still, another student stated, "I would appreciate more diversity, being part Mexican, as long as they are qualified. It takes certain skills to interact with adults."

Students were very complimentary of the programs available for single parents at Gateway (except childcare). More specifically, participants recognized the welfare programs as being invaluable to whites as well as African Americans and other ethnic groups. Students also discussed the enrollment programs at Gateway. One student stated that the advisor of criminal justice visits high schools and introduces students to various disciplines. Participants acknowledged, "In general, I believe this institution advertises quite a bit."

Students were very complimentary of Ms. Little, team champion (chairperson) of eCultural Diversity MV₂ Team initiatives, and stated that she was helpful, supportive, and sincere. Caprise Johnson was also commended for her efforts on behalf of Gateway. Students stated that the two women were involved with the multicultural organization and

encouraged students to participate in campus organizations. Several participants stated that it is difficult to encourage nontraditional students to get involved with campus activities because a large percentage is adults with families and children.

While most students had positive experiences receiving advice and assistance with financial aid, others believed their experience was less than beneficial. Several noted that sometimes staff did not immediately respond to e-mail inquiries, provide useful advice, or offer other useful information to students seeking assistance. Three students noted that when information offered by financial aid staff was not helpful they contacted higher-level administrators to obtain answers.

Key findings: Students stated that their overall experience at Gateway has been positive, having met caring and helpful administrators, faculty, and staff. They also suggested that they would like to see more diversity among faculty and staff, but well-qualified persons are most important. More attention should be given to services available through financial aid and student advising.

Deans and Department Chairs: Eleven deans and department chairs participated in the session. The majority of participants were Caucasian with two African American, and one African who is now a U. S. citizen.

The group noted that as students advance through the admission process they transition to advising after completing the COMPASS Test to determine whether they will be placed in credit-bearing courses. If students are unable to score at a specific level, they are required to enroll in developmental courses. Students remain at the advising center until all developmental courses are finished. They indicated that most students only require one or two developmental courses and some students can satisfy the requirement through shorter duration services. Students receive a program advisor after fulfilling the developmental education requirements.

Students are surveyed each year to obtain feedback to help Gateway administrators to implement changes to improve advising, staffing, hours of operation, etc. The group does not believe recipients attach a negative stigma to developmental coursework at Gateway; they view students as optimistic and view courses as beneficial as compared to time wasted. Participants also stated that budget cuts and financial challenges limit their ability to provide students with the services they require. They stated that President Hughes arranges open forums with students each semester at each campus. The institution attempts to streamline common start times; however, the curriculum has not been streamlined in all courses.

In terms of the local board of directors, they noted that currently only one African American serves as a board member at Gateway. Participants were hopeful that the diversity among board members would increase in the future. In regard to outreach, the group stated that some of the programs have internships arranged by deans and chairs.

Twenty-one programs at Gateway have program advisory committees that collaborate with businesses and industries in the northern Kentucky area. The Urban Learning Center, sponsored by Gateway, is a collaborative venture with local schools to recruit students. An initiative identified by focus group participants was the creation of a college access program, the Gateway College Access Center, located at Holmes High School. Gateway has created a transfer team to assist students with transitioning between the community and technical college and a university. Participants are hopeful that when Gateway receives full accreditation, transfer numbers will increase.

Gateway enrollment of resident African American students, fall 2003 to fall 2007, is depicted in the chart below; the summary chart depicts a gradual but strong increase in African American student enrollment, demonstrating progress for five consecutive years (fall 2007 is an estimate by Gateway).

Kentucky Resident African American Undergraduate Enrollments

	F03	F04	F05	F06	F07 est.	Objective
African American	89	93	120	171	241	----
% of Total (AA+W)	4.0%	4.5%	5.0%	6.2%	7.1%	2.5%

Key Finding: Gateway deans and chairs support the president's efforts to increase the level of diversity in the campus community. Administrators reported that many of the adult students require developmental education, but students believe that the courses are beneficial, and will enable them to earn a certificate or degree. Also, administrators believe that receiving full regional accreditation (SACS) will enable them to increase the level of diversity and the number of students who transfer to four-year institutions.

Faculty and Professional Staff: Fourteen faculty and professional staff participated in the focus group, including several African Americans. The focus group was very supportive of the idea that search committees to the extent possible ensure a diverse pool of applicants to interview for various slots being filled by the institution. Advertisements are posted in specific venues, and Gateway administrators share a special relationship with the northern Kentucky NAACP to attract students to the campus. Some participants suggested that Gateway may benefit by creating stronger relationships with the African American community to attract more students as well as employees.

The group agreed that identifying diverse applicants in certain fields is a significant challenge at Gateway, as it is at other institutions, because of the limited pool of credentialed persons. For example, while 50 percent of the science faculty is from diverse backgrounds (one faculty member is originally from Africa and another from India) African Americans are not represented. Competitive compensation is also a major challenge; therefore, some key positions often remain unfilled for extended periods of time. To facilitate the need to schedule classes, the institution uses adjunct faculty.

The group noted that employment of African Americans as faculty and professional staff from 2003-04 to 2007-08, as depicted in the charts below, once presented challenges but the institution is now experiencing progress in both the faculty as well as the professional staff areas. The group agreed that because of limited turnover the opportunity to increase the level of diversity through the hiring process is limited.

Employment of African Americans as Faculty

	03-04	04-05	05-06	06-07	07-08	Objective
African American	3	3	4	4	4	---
Total (AA+W)	62	67	65	68	64	---
% African American	4.8%	4.5%	6.2%	5.9%	6.3%	3.0%

Employment of African Americans as Other Professionals

	03-04	04-05	05-06	06-07	07-08	Objective
African American	0	0	2	3	2	---
Total (AA+W)	25	24	36	36	37	---
% African American	0.0%	0.0%	5.6%	8.3%	5.4%	3.0%

Faculty participants indicated that school visits are scheduled once a year to recruit minority students. They noted that KCTCS, unlike many institutions, attempts to accommodate as many students as possible (including students with low ACT scores that are often overlooked by the four-year institutions). The new access center at Holmes High School encourages and promotes postsecondary education to an expanded pool of rising students. Gateway partners with K-12 institutions to strengthen the academic credentials of students interested in attending postsecondary education. Library professionals stated that they make resources available through on-line services that are accessible either on campus or off.

Gateway uses the middle school grant from the CPE to help introduce the idea of postsecondary education to both middle and high school students. The Governor's Minority Student College Preparation Program collaborated with Northern Kentucky University last summer to provide academic enrichment activities to middle and junior high school students. A majority of Gateway students (working adults with families) enroll part-time. One way that Gateway accommodates nontraditional students is by offering courses at Holmes High School and the Urban Learning Center.

When discussing professional programs, participants noted that few African Americans enroll in the nursing program. In recent years, only two to three have completed the program. There were no suggestions as to the reason for the limited enrollment or rate of success. They noted that students that perform well transfer to NKU or another four-year institution to complete their degree. In testimony to program quality, several faculty suggested that a number of students transferred and majored in biology and eventually transitioned to medical school.

Gateway also developed a variety of programs to introduce students to the medical field. For example, students are not required to pay a fee to participate in the Hispanic Health Promotion Program, which features health-related topics. A similar program was created for African Americans, the Health Lay Workers Program. The programs are designed to be completed over 13 weeks and focuses on women and health. Finally, Gateway recruits students to participate in the Health Career Explorers Program. A difficulty experienced by the program relates to transportation. Many African American students enrolled in health career courses are unable to travel to the hospital for coursework/clinicals because they lack personal vehicles for transportation and buses are not dependable.

The CEO and focus group complimented the president for his commitment to diversity, the institution's performance on the *Kentucky Plan* objectives, and seeking to create an environment that embodies a broader spectrum of people.

Key Finding: Availability of positions, individual background characteristics, campus characteristics, and environment play a vital role in influencing whether ethnic minorities will apply and strongly consider a position at Gateway.

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